

# **AGENCY STRATEGIC PLAN**

**FOR THE FISCAL YEARS**

**2003 - 2007**



Arkansas Department of Economic Development

**FUNCTIONAL AREA: ECONOMIC DEVELOPMENT**

# **AGENCY STRATEGIC PLAN APPROVAL FORM**

**FOR THE FISCAL YEARS**

**2003 - 2007**

**Jim Pickens**  
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**(Director's Signature)**

# TABLE OF CONTENTS

**AGENCY: Arkansas Department of Economic Development**

MISSION.....	Page 1
GOALS.....	Page 1

**PROGRAM: Business Development**

DEFINITION.....	Page 2
GOALS, OBJECTIVES, STRATEGIES .....	Page 2
PERFORMANCE MEASURES.....	Page 3-4

**PROGRAM: Community Development**

DEFINITION.....	Page 5
GOALS, OBJECTIVES, STRATEGIES .....	Page 5
PERFORMANCE MEASURES.....	Page 6

**PROGRAM: Administration and Support**

DEFINITION.....	Page 7
GOALS, OBJECTIVES, STRATEGIES .....	Page 7
PERFORMANCE MEASURES.....	Page 8

# STRATEGIC PLAN

<b>Agency Name</b>	<b>Arkansas Department of Economic Development</b>
<b>Agency Mission Statement:</b> To develop and diversify the state's economy to enhance the quality of life for current and future Arkansans through expanding existing business and industry and to stimulate job creation and retention.	

**AGENCY GOAL 1:** To stimulate job creation, retention and capital investment in the State of Arkansas.

**AGENCY GOAL 2:** To support and increase the development capacity of Arkansas communities.

# STRATEGIC PLAN

Agency Name		Arkansas Department of Economic Development
Program		Business Development
Program Authorization		A.C.A. 15-4-201 et seq.
Program Definition:  Funds-Center Code: _____		Business Development partners with various constituencies to generate economic opportunity through the efficient use of available resources to support the growth and retention of existing businesses, to foster entrepreneurship and to recruit new and higher paying jobs to Arkansas. This will include the promotion of a regional concept in the establishment of new business and industry.
AGENCY GOAL (S) # 1		
Anticipated Funding Sources for the Program:		General revenues

**GOAL 1:** To stimulate job creation, retention and capital investment in the State of Arkansas.

**OBJECTIVE 1:** Work with strategic partners to assist existing business and industry with their needs and to actively recruit new business and industry development.

**STRATEGY 1:** Increase the number of leads for new jobs and investment and provide accurate and timely responses and proposals to prospects.

**STRATEGY 2:** Support the workforce training needs of new and existing businesses through an aggressive customized training program.

**STRATEGY 3:** Assist businesses interested in import, export or direct foreign investment in Arkansas.

**STRATEGY 4:** Assist with the development of small and minority business enterprises.

# STRATEGIC PLAN

<b>Agency Name</b>	Arkansas Department of Economic Development
<b>Program</b>	Business Development Program

## PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2003	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007
Average salaries of new jobs <del>created</del> <u>proposed</u> (Outcome measure)	Incentive agreements, project mgrs., research from C/B analysis	5% above state average	5% above state average	5% above state average	5% above state average	5% above state average
Average cost/benefit ratio for projects involving ADED incentives (Efficiency measure)	Incentive agreements, research	\$32.00 return for \$1.00 invested	\$32.00 return for \$1.00 invested	\$32.00 return for \$1.00 invested	\$32.00 return for \$1.00 invested	\$32.00 return for \$1.00 invested
Number of site visits to existing businesses and industries (Output measure)	Internal databases	1500	1500	1500	1500	1500
Number of job opportunities announced by all businesses in Arkansas <del>that receive</del> <u>seeking</u> assistance from the Arkansas Department of Economic Development**. (using a three year moving average) (Outcome measure)	Internal databases	# of jobs in (2000+ 2001+ 2002)/3	# of jobs in (2001+ 2002+ 2003)/3	# of jobs in (2002+ 2003+ 2004)/3	# of jobs in (2003+ 2004+ 2005)/3	# of jobs in (2004+ 2005+ 2006)/3
Total amount of new capital investment <u>announced</u> in Arkansas <del>announced by</del> <u>for all</u> businesses seeking assistance from the Arkansas Department of Economic Development**. (using a three year moving average) (Outcome measure)	Internal databases	Capital investment in (2000+ 2001+ 2002)/3	Capital investment in (2001+ 2002+ 2003)/3	Capital investment in (2002+ 2003+ 2004)/3	Capital investment in (2003+ 2004+ 2005)/3	Capital investment in (2004+ 2005+ 2006)/3
Funding committed to Arkansas businesses (includes funds from federal & state sources and tax credits)**. (using a three year moving average) (Outcome measure)	Internal databases	TBD	TBD	TBD	TBD	TBD
Number of trade shows and trade missions attended which facilitate promotion of Arkansas** (Output measure).	Internal databases	TBD	TBD	TBD	TBD	TBD

\*\*For the indicated measures, the Department will provide a breakdown of the performance results by sector, in the interim progress report, for "Agricultural", "Hi-tech Manufacturing", "Knowledge-Based", and "Other" businesses.

# STRATEGIC PLAN

<b>DESCRIPTION</b> (Indicate the Goal and Objective to which applicable)	<b>METHODS AND SOURCES USED OBTAINING DATA</b>	<b>FISCAL YEAR 2003</b>	<b>FISCAL YEAR 2004</b>	<b>FISCAL YEAR 2005</b>	<b>FISCAL YEAR 2006</b>	<b>FISCAL YEAR 2007</b>
Number of marketing assists provided to Arkansas businesses**. (using a three year moving average) (Output measure)	Internal databases	TBD	TBD	TBD	TBD	TBD
Number of businesses receiving international trade assistance from the Arkansas Department of Economic Development** (Output measure)	Internal databases	75	76	77	79	80
Number of small or minority businesses receiving assistance from the Arkansas Department of Economic Development (Output measure)	Internal databases	500	500	500	500	500

\*\*For the indicated measures, the Department will provide a breakdown of the performance results by sector, in the interim progress report, for “Agricultural”, “Hi-tech Manufacturing”, “Knowledge-Based”, and “Other” businesses.

# STRATEGIC PLAN

Agency Name		Arkansas Department of Economic Development
Program		Community Development Program
Program Authorization		A.C.A. 15-4-201 et seq.
Program Definition:  Funds-Center Code: _____		The Community Development Program increases communities' capacity for action through strategic planning and the development of projects that improve the local economy and quality of life for current and future generations
AGENCY GOAL (S) # 2		
Anticipated Funding Sources for the Program:		
		General revenue, Cash funds, Federal funds

**GOAL 1:** To support and increase the development capacity of Arkansas communities.

**OBJECTIVE 1:** Work with strategic partners to assist communities in developing and obtaining the necessary resources to identify and solve local development challenges.

**STRATEGY 1:** ~~Increase the number of communities participating in~~ Facilitate the Arkansas Communities of Excellence (ACE) process.

**STRATEGY 2:** Create partnerships aimed at increasing communities' development capacity.



# STRATEGIC PLAN

<b>Agency Name</b>	Arkansas Department of Economic Development
<b>Program</b>	Community Development Program

## PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

<b>DESCRIPTION</b> (Indicate the Goal and Objective to which applicable)	<b>METHODS AND SOURCES USED OBTAINING DATA</b>	<b>FISCAL YEAR 2003</b>	<b>FISCAL YEAR 2004</b>	<b>FISCAL YEAR 2005</b>	<b>FISCAL YEAR 2006</b>	<b>FISCAL YEAR 2007</b>
Increase in the number of communities participating in ACE process (Outcome measure)	Internal databases	108	119	131	144	158
Increase in the number of communities that demonstrate the use of a strategic planning process to evaluate needs prior to submitting a CDBG grant request. (Outcome measure)	Internal databases	5	6	7	8	9
Percentage of CDBG funds distributed to <del>cities</del> <u>locations</u> with a population of 5,000 or less (Output measure)	Internal databases	75%	75%	75%	75%	75%
Percentage of CDBG projects distributed through need based funding formulas (Output measure)	Internal databases	70%	70%	70%	70%	70%
Percentage of CDBG projects identified as priority needs within the consolidated plan submitted to HUD that were funded (Outcome measure)	Internal databases	100%	100%	100%	100%	100%
Number of Energy Office outreach activities completed per year, including educational seminars, demonstrations, etc. (Output measure)	Internal databases	25	27	28	30	31

# STRATEGIC PLAN

Agency Name		Arkansas Department of Economic Development
Program		Administration and Support Program
Program Authorization		A.C.A. 15-4-201 et seq.
Program Definition:  Funds-Center Code: _____		The Administration and Support Program provides the ancillary services necessary for the Business Development and Community Development programs to achieve their goals and objectives. This program includes traditional administrative support as well as research, planning, technology, marketing and communication services.
AGENCY GOAL (S) # 1,2		
Anticipated Funding Sources for the Program:		
		General Revenues, Federal Funds, Cash Funds

**GOAL 1:** Maximize the utilization of human and fiscal resources.

**OBJECTIVE 1:** Provide administrative direction and support to insure that department programs meet their objectives and performance targets.

**STRATEGY 1:** Have periodic reviews to assess progress toward meeting goals, objectives and performance targets.

**STRATEGY 2:** Provide agency programs with sufficient resources to achieve goals, objectives and performance targets.

**OBJECTIVE 2:** Provide for marketing, advertising and general operations support and overhead cost not otherwise included in the Administration and Support Program or treated as a direct cost in other programs.

**STRATEGY 1:** Provide agency programs with needed resources through the assistance provided by information technology, research, planning and communications.

# STRATEGIC PLAN

<b>Agency Name</b>	Arkansas Department of Economic Development
<b>Program</b>	Administration and Support Program

## PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

<b>DESCRIPTION</b> (Indicate the Goal and Objective to which applicable)	<b>METHODS AND SOURCES USED OBTAINING DATA</b>	<b>FISCAL YEAR 2003</b>	<b>FISCAL YEAR 2004</b>	<b>FISCAL YEAR 2005</b>	<b>FISCAL YEAR 2006</b>	<b>FISCAL YEAR 2007</b>
Percentage of agency performance targets met (Outcome measure) (Obj. 1)	Internal databases	100%	100%	100%	100%	100%
Percentage of staff and budget in Central Administration (Objective 1 of the Administration and Support Program) compared to total agency budget (Efficiency measure) (Obj. 1)	Agency calculations	20%	20%	20%	20%	20%
Agency information technology budget as a percentage of total agency budget (Effort measure) (Obj. 1)	Agency calculations	5%	5%	5%	5%	5%
Number of legacy information systems maintained by agency staff or maintained through contractual services (Effort measure) (Obj. 1)	Historical data	0	0	0	0	0
Number of prior year audit findings repeated in subsequent audit (Outcome measure) (Obj. 1)	Annual audit findings	0	0	0	0	0
Advertising funds spent in support of the Business Development and Community Development goals (Effort measure) (Obj. 2)	AASIS, agency calculations	BD=90% CD=10%	BD=85% CD=15%	BD=90% CD=10%	BD=85% CD=15%	BD=90% CD=10%